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AIR FORCE RESERVE COMMAND**

**AIR FORCE RESERVE COMMAND
INSTRUCTION 10-208**



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Operations

CRISIS RESPONSE PROCESS

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(Maj Gen Kenneth D. Lewis Jr.)

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This instruction implements and expands upon the guidance in Air Force Policy Directive (AFPD) 10-2, *Readiness*, Air Force Instruction (AFI) 10-2501, *Air Force Emergency Management Program Planning and Operations*, AFI 10-401, *Air Force Operations Planning and Execution*, and AFRCI 10-202, *Command, Control, and Communications* to establish command and control structures to support the Chairman, Joint Chiefs of Staff (CJCS) and provide continuity of command and control and appropriate response in the event of contingencies and crisis situations. This instruction provides guidance to the Headquarters Air Force Reserve Command (HQ AFRC), subordinate Numbered Air Forces (NAFs), AFRC Directorates, the HQ AFRC Force Generation Center (FGC), Air Reserve Personnel Center (ARPC), and covers the full spectrum of Air Force Reserve (AFR) crisis response, from relatively small events which may require minor deviations from day-to-day processes, to major situations that require the convening of the AFRC CAT. This instruction establishes and defines the AFR Crisis Response Process, and includes the composition, functions, training requirements, and activation procedures of the HQ AFRC Crisis Action Team (CAT) and subordinate echelons of command. This publication applies to the HQ AFRC, special staff agency personnel, subordinate NAFs, the FGC, ARPC and AFRC personnel performing duties during periods of international tension, national tasking, contingency operations, and exercises. It does not apply to the Air National Guard. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Information Management System Records Disposition Schedule. See Attachment 1 for a glossary of

references and supporting information. This publication may be supplemented at any level but all direct Supplements must be routed to the OPR of this publication for coordination prior to certification and approval. Submit requests for waivers through the chain of command to the publication OPR for non-tier compliance items.

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. Major changes include incorporation of lessons learned from the AFRC transition to Full Operational Capability (to include designation of the FGC and the restructuring of the AFRC NAFs). Specific changes include: realigning responsibilities for CAT management and execution to the FGC; establishing Headquarters Crisis Support Team, (CST); specifying FGC and A-Staff responsibilities; and relieving AFRC NAFs of the requirement to maintain a CAT capability.

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Chapter 1

AFRC CRISIS RESPONSE OVERVIEW

1.1. Purpose. This instruction establishes the crisis response process for HQ AFRC. It provides guidance to HQ AFRC Directorates, FGC, ARPC, and AFRC NAFs through the full spectrum of crisis response, from relatively small events which may require minor deviations from day-to-day processes, to major situations that require the convening of the AFRC CAT. It also establishes the composition and procedures for the HQ AFRC CAT, individual and organizational responsibilities, qualifications, and CAT training requirements.

1.2. AFRC Crisis Response Overview. The FGC/CC is accountable for the HQ AFRC Crisis Response Process, which consists of three (3) levels of intensity: Daily Operations, Increased Posture and Crisis Operations.

1.3. “Daily Operations” refers to the normal, non-crisis operations of the Command and provides an initial response to real-world and exercise crisis situations and contingencies. Daily Operations also includes AFRC response to annual weather and other events that routinely affect Air Force Reserve (AFR) forces (examples: tropical storms that necessitate the evacuation of aircraft, but are not expected to severely damage facilities or affect overall operations; the routine rotation of forces in support of ongoing contingency operations).

1.4. “Increased Posture” refers to the AFRC response to developing dangerous situations where significant AFR support is anticipated, or AFR forces/assets/installations are at risk (examples: hurricane that threatens to damage one or more AFR installations or large civilian population; DoD requests for AFR forces in response to an emerging combat or other mission).

1.5. “Crisis Action Operations” are a coordinated AFRC response to emergencies that require the direct attention of the AFRC/CC (or CV), one or more NAF/CCs, ARPC/CC, FGC/CC, and AFRC Staff Directors. Crisis operations can range from an informational meeting of AFRC Senior Staff to long-term 24-hr operations for AFRC and all subordinate units. Crisis operations necessitate the activation of the Crisis Action Team (CAT). A non-inclusive list of triggers for initiating crisis operations is contained in [para 5.4.1](#).

Chapter 2

CRISIS RESPONSE ORGANIZATIONS

2.1. Crisis Response Organizations. Command and Control of AFR forces remains consistent throughout the three stages of operations described in Chapter 1 of this AFRCI, and as described in AFRCI 10-202, *Command, Control, and Communications*. The following organizations manage AFRC crisis response processes:

2.2. HQ AFRC Command Center (HQ AFRC A3/A3OC). The HQ AFRC Command Center is organized administratively under AFRC/A3, but reports directly to the AFRC/CV. The AFRC Command Center provides MAJCOM-level Command and Control (C2) functions IAW AFI 10-207, to include Emergency Action Message processing and operational reporting.

2.3. HQ AFRC Force Generation Center (FGC). The FGC is a Primary Supporting Unit (PSU) to HQ AFRC and reports directly to the AFRC/CC. The FGC executes AFRC Deliberate and Crisis Force Generation processes IAW AFRCI 10-202. The FGC/CC is delegated tasking authority over AFR forces to meet steady state and emergency force generation requirements.

2.3.1. Force generation planning and mission execution. Processes related to AFR force generation, deployment, and mission execution remain within the purview of the FGC, ensuring a seamless transition between Daily, Increased Posture, and Crisis operations.

2.3.2. FGC Duties. The FGC retains responsibility for all actions and reports related to:

2.3.2.1. Coordination with Air Force Force Provider MAJCOMS (AMC, ACC, AFSOC), AFPC/DPAW, and other higher and external headquarters for the purposes of force generation.

2.3.2.2. Reclamas for SELRES personnel.

2.3.2.3. Initiating and reviewing sourcing solutions.

2.3.2.4. Tasking AFR personnel, equipment, and aircraft.

2.3.2.5. Command Manday Allocation System (CMAS) / M4S orders request validation and verification.

2.3.2.6. The execution of aircraft evacuation, deployment, and employment operations (NOTE: the CAT, when activated, will assume responsibility for crisis action planning, and for directing the execution of those plans).

2.3.2.7. Provide AFRC/CC In-transit Visibility (ITV) of deploying AFR personnel, equipment, and aircraft.

2.3.2.8. Deployment data management.

2.3.2.9. Quality Control of AFR deployment processes.

2.4. FGC Battle Watch (FGC/FGOB). The Battle Watch (BW) provides 24/7 C2 of AFR forces during both steady state and crisis operations. The Battle Watch:

2.4.1. Serves as the single “operational voice” for the AFRC/CC, and directs mission changes while coordinating related operational activities. The Battle Watch performs mission management during Daily, Increased Posture, and Crisis Operations.

2.4.2. The Battle Watch coordinates the actions of the FGC, AFRC Staff, ARPC, NAFs, and AFR units during Daily and Increased Posture Operations to formulate and execute solutions to emerging situations, internal and external taskings.

2.5. AFRC Crisis Action Team (CAT). The AFRC CAT is defined as the AFRC Commander (or CV) and designated Senior Staff.

2.5.1. Mandatory CAT Members. The AFRC CAT, as a minimum, consists of (members may be released from CAT duty at the direction of AFRC/CC or CV after initial activation):

2.5.1.1. All AFRC NAF/CCs

2.5.1.2. AFRC/DS

2.5.1.3. All AFRC A-Staff Directors and Special Staff Chiefs

2.5.1.4. FGC/CC

2.5.1.5. ARPC/CC

2.5.2. Optional CAT Members. The following personnel/functions may also be named to the CAT at the direction of AFRC/CC or CV:

2.5.2.1. Mobilization Assistants (MAs) and Reserve Advisors (RAs). MAs and RAs are individually selected by the CAT convening authority for their specific area of expertise.

2.5.2.2. HQ AFRC/CCQ (for emergencies affecting Robins AFB and/or surrounding areas).

2.5.2.3. Other individual senior officers as directed by AFRC/CC or CV.

2.5.3. AF/RE Staff. Either AFRC/CC or Chief of the Air Force Reserve may request one or more RE Senior Staff members to liaise with the AFRC CAT. This approach is recommended for staff coordination purposes when the USAF CAT is also activated.

2.5.4. HQ AFRC CAT Major Duties:

2.5.4.1. Analyze the emergency situation to determine impact to AFRC forces and installations. Determine support requirements, Limiting Factors (LIMFACs), hazards, and shortfalls.

2.5.4.2. Respond to Requests for Information (RFIs) from Higher Headquarters (HHQ), other MAJCOMs, and other appropriate United States Government agencies.

2.5.4.3. Coordinate with other MAJCOMs to synchronize the efforts of associated AFRC units with their active-duty counterparts.

2.5.4.4. Coordinate with the National Guard Bureau (NGB) and Headquarters, Air National Guard (HQ ANG) to synchronize the efforts of the Air Reserve Component (ARC) as part of the USAF Total Force.

2.5.4.5. Receive and respond to HHQ-generated Warning Orders (WARNORD), Planning Orders (PLANORD), Alert Orders (ALERTORD), and/or Execute Orders (EXORD). Prepare and transmit AFRC WARNORDs, PLANORDs, ALERTORDs, and EXORDs as applicable to AF/RE, ARPC, AFRC Staff, FGC, and subordinate AFRC units.

2.5.4.6. Develop and present Courses of Action (COAs) to AFRC/CC or CV.

2.5.4.7. Execute approved COAs to mitigate or minimize adverse impact to AFRC forces, assets, and installations.

2.5.4.8. Gain and maintain personnel accountability for all AFRC forces.

2.5.4.9. Maintain Situational Awareness of mobilization progress as briefed by FGC and ARPC.

2.6. AFRC Crisis Support Team (CST). The CST is a matrixed team of Subject Matter Experts (SMEs) identified from each AFRC Directorate, special staff, and ARPC. CST members are designated by, and report to their respective Directors or equivalent HQ staff function.

2.6.1. The CST analyzes current and emerging situations, and provides functional advice on AFR capabilities and COAs.

2.6.2. CST members respond to FGC Battle Watch requests for functional advice and subject matter expertise as a potential crisis emerges. Requests may require CST member action outside of normal duty hours, depending on the nature and timing of the potential crisis. CST support transfers to the CAT when activated.

2.6.3. CST members operate from their normal duty locations during all stages of operations.

2.7. AFRC Functional Area Managers (FAMs). AFRC FAMs are identified from each AFRC directorate, and are responsible for assisting in the identification and subsequent FGC tasking of AFR forces IAW AFI 10-401 (para 12.4.2) and AFRCI 10-202. FAMs continue to support the FGC through all phases of operations.

2.8. CST Member and FAM responsibilities are distinctly different, as shown in Table 2.1 below. For smaller functional areas, AFRC Directors and Special Staff leaders may appoint a single individual to perform both duties.

Table 2.1. CST and FAM Responsibilities.

	Crisis Support Team (CST) Member	Functional Area Manager (FAM)
Appointed By	AFRC Functional Director	AFRC Functional Director
General Responsibilities	<u>Provide functional advice to FGC Battle Watch and/or CAT</u>	<u>Nominate AFR Forces</u>
	Respond to Requests For Information (RFIs) received from HHQ or generated by FGC.	Monitors readiness levels of assigned forces.
	Alerts FGC Battle Watch of any RFIs received from external agencies.	Responds to potential and actual Requests For Forces (RFFs) received by the FGC.
	Provides expertise to FGC Battle Watch and CAT from a	Alerts FGC Battle Watch of any RFFs received from external

	functional perspective on AFR capabilities and assets.	agencies.
	Analyzes current, emerging situations from functional perspective.	Recommends specific AFR forces to meet assigned RFFs and other taskings.
	Determines actions required to protect AFRC personnel, installations, and assets.	Assists FGC in the tasking of AFR forces.
	Assists Battle Watch or CAT in the development of a mitigation plan.	
During Daily Operations, Increased Posture (CAT inactive)	<ul style="list-style-type: none"> Provide functional advice to FGC (Battle Watch) 	<ul style="list-style-type: none"> Supports FGC execution processes
During Crisis Operations (CAT activated)	<ul style="list-style-type: none"> Provide functional advice/support to AFRC CAT 	<ul style="list-style-type: none"> Supports FGC execution processes

2.9. AFRC CAT Admin. The CAT Staff provides direct administrative support to the CAT, to include tasker management, setting and maintaining a battle rhythm, and day-to-day execution of CAT duties. The CAT Staff contains the following functions, filled by pre-designated members of the HQ AFRC and FGC staff (see Chapter 4 for a detailed explanation of individual position duties):

- 2.9.1. CAT Director
- 2.9.2. CAT Executive Officer
- 2.9.3. CAT Administration (Admin)
- 2.9.4. CAT Communications Support

Chapter 3

ORGANIZATIONAL RESPONSIBILITIES

3.1. Organizational Responsibilities. HQ AFRC A-Staff Directors, Special Staff and the FGC/CC designate qualified staff personnel to support the crisis response process.

3.2. HQ AFRC Command Staff and Director Responsibilities.

3.2.1. Establish and identify organizational “workflow” e-mail accounts on unclassified and classified AFRC networks. An organizational account that is already in use for the unclassified and classified AFRC Task Management Tools (TMT) may be used to fulfill this requirement (and is preferred).

3.2.2. Ensure functional checklists are current and posted in the CAT designated site.

3.2.3. CAT Director (CD). FGC/CC, HQ AFRC/A3, A4, and A5/A8 will each designate a minimum of two Division Chiefs (in the grade of O-6) to be trained and certified as a CAT Director.

3.2.4. CAT Executive Officer (CXO). Each FGC Division, HQ AFRC/A1, A2, A3, A4, A5/8, A6, HQ AFRC Inspector General, and Safety will designate two field grade officers to be trained and certified as a CXO.

3.2.5. CAT Admin. Each HQ AFRC A- Staff Directorate, FGC Division, and Special Staff agency will designate one full-time member to be trained and certified as CAT Admin (minimum rank of E-5 or GS-06).

3.2.6. CST. HQ AFRC Directors, and Special Staff Chiefs will designate directorate SMEs to the CST with specific guidance and/or training to successfully perform CAT-related duties. See Chapter 4 for minimum training requirements.

3.2.7. FAMs. IAW AFI 10-401, HQ AFRC Directors, and Special Staff Chiefs will appoint directorate FAMs to assist FGC/FGF in the AFRC Force Generation process. Directors and Chiefs will ensure FAMs are equipped with specific functional guidance and/or training to successfully perform FAM-related duties.

3.2.8. HQ AFRC Directorates and Special Staff agencies tasked for CAT support will ensure appointed CAT, CST, and FAM personnel:

3.2.8.1. Meet the minimum qualifications in **Table 4.2**.

3.2.8.2. -(FAMS only) Ensure access to Deliberate and Crisis Action Planning and Execution Segments (DCAPES) IAW AFRC/A5XW policy.

3.2.8.3. Complete CAT initial training.

3.2.8.4. Ensure compliance with security responsibilities set forth in Chapter 5.

3.2.8.5. Develop procedures, checklists, and reference material for gathering, consolidating, and reporting functional information and data as specified in Attachment 2 of this AFRCI.

3.2.8.6. Have updated contact information in the self-service of the AtHoc alerting system. Information will be updated biannually as a minimum.

3.2.8.7. Have access to Secure Internet Protocol Router Network (SIPRNET) and Non-Secure Internet Protocol Router Network (NIPRNET) organizational e-mail accounts.

3.2.9. HQ AFRC Directorates and Special Staff agencies tasked for CAT support will provide a monthly CAT recall roster to the BW detailing all personnel trained in CAT operations with contact information for each individual (office, home, and cellphone numbers). The BW may request updated rosters in advance of an impending emergency.

3.2.10. When the CAT or CST is active, provide a list of on-call Directorate/Division CAT or CST members for the current week to the CAT Admin no later than 1400L each Thursday. The list will include the contact information for each individual. Directorates may post a standing on-call list using their recall roster provided they designate the order in which their personnel are to be called.

3.3. FGC Operations Division (FGC/FGO) Responsibilities: The FGO Division Chief serves as the Senior CAT Director (see Chap 4 for duty description). FGO will:

3.3.1. Coordinate CAT hours of operation/manning based on the current manning level as determined by the Senior CAT Director (SCD), on-call CAT General Officer, or Senior Authority (AFRC/CC or CV).

3.3.2. Manages on-call CAT manning schedules for CDs, CXOs, and CAT Admin support.

3.3.3. Publish and maintain AFRC CAT Instructions, checklists, continuity folders, and CAT training materials for CDs, CXOs, and Admin support.

3.3.4. Update CAT recall rosters monthly or when changes occur.

3.3.5. Coordinate CAT training IAW **Table 4.3**.

3.3.6. Provide storage for classified material. Individuals are responsible for marking and destroying their classified working papers.

3.3.7. Provide common access to collect/post checklists/continuity folders, etc. for access by all CAT and CST personnel.

3.4. HQ AFRC/A2 Responsibilities:

3.4.1. Provide a monthly CAT recall roster to the BW detailing all on-call Intelligence CST personnel for initial CAT operations with contact information for each individual (office, home, and cellphone numbers). The BW may request updated rosters in advance of an impending emergency.

3.4.2. Upon notification of CAT activation, provide immediate intelligence support to the CAT, to include presenting the intelligence analysis portion of the CAT initial situation brief. Provide briefing slides to the CAT Admin within:

3.4.2.1. Activation during normal duty hours: 1 hour after notification of activation.

3.4.2.2. Activation outside of normal duty hours: 2 hours after notification of activation.

3.4.3. Provide ongoing, dedicated intelligence support to the AFRC CAT when activated, to include 24-hour support if required by the SCD or CD.

3.4.4. Be prepared to provide dedicated alternate or off-site intelligence support to the AFRC CAT if convened as part of COOP execution.

3.5. HQ AFRC/A3 responsibilities:

3.5.1. Be prepared to arrange ongoing, dedicated weather support to the AFRC CAT when activated, and as required by the SCD.

3.5.2. Be prepared to arrange dedicated alternate or off-site weather support to the AFRC CAT if convened as part of COOP plan execution.

3.6. HQ AFRC/A6 responsibilities:

3.6.1. Provide a monthly CAT recall roster to the BW detailing all on-call communications support personnel for CAT operations with contact information for each individual (office, home, and cell phone numbers). The BW may request updated rosters in advance of an impending emergency.

3.6.2. Upon notification of CAT activation, provide immediate Defense Collaboration Services (DCS), VTC, and telecom support (secure/non-secure), as determined by the CAT Director or Battle Watch SDO. Conference participants will include all AFRC NAFs, ARPC, AF/RE, and possibly one or more AFRC units. Provide sufficient support to ensure a DCS can occur within:

3.6.2.1. Activation during normal duty hours: 3 hours after notification of activation

3.6.2.2. Activation outside of normal duty hours: 6 hours after notification of activation

3.6.3. As directed by the Battle Watch, provide DCS, VTC, and/or teleconference links (and the instructions for accessing them) IAW the above timing criteria.

3.6.4. Provide ongoing, dedicated communications support to the AFRC CAT when activated, to include 24-hour support if required by the SCD or CD. The AFRC CAT is formed in a virtual workspace rather than collocated physical workspace. This results in heavy dependency on communications for internal and external processes.

3.6.5. Be prepared to provide dedicated alternate or off-site communications support to the AFRC CAT if convened as part of COOP plan execution.

3.7. Individual Responsibilities: CAT members not physically located at HQ AFRC (i.e. NAF/CCs, ARPC/CC) will ensure supporting plans and communications capabilities are in place to meet the intent of this AFRCI, and to virtually attend classified and unclassified CAT briefings as requested by the CD.

Chapter 4

CAT POSITIONS: DUTIES, QUALIFICATIONS, AND MANNING REQUIREMENTS

4.1. CAT General Officer (CAT GO). AFRC/CC or CV will designate an AFRC general officer (normally the FGC/CC) to serve as the CAT GO upon CAT activation. The CAT GO approves force generation actions requiring GO-level approval.

4.2. Senior CAT Director (SCD). The FGC, Operations Division (FGC/FGO) Chief is the SCD. The SCD is the executive agent with oversight of CAT operations to include policy, staffing, facilities and training. The SCD advocates to obtain funding for CAT operations and infrastructure. The SCD coordinates CD scheduling and training.

4.3. CAT Director (CD). CDs are responsible to the AFRC/CC for executing the AFRC Crisis Response Process. CDs will be selected from a pool of trained officers (see para 3.2.3) based on mission requirements, individual experience, and the anticipated length of the operation.

4.3.1. The FGC Deputy Commander and Division Chiefs will be trained and certified as CAT Directors. These positions should expect to provide immediate backfill to the Senior CAT Director for operations lasting up to 14 calendar days.

4.3.2. HQ AFRC/A3, A4, and A5/A8 will each designate a minimum of two Division Chiefs (in the grade of O-6) to be trained and certified as a CAT Director. These designees may be activated for CAT Director duty when:

4.3.2.1. Specific functional expertise is required, as determined by AFRC/CC, CV, or FGC/CC.

4.3.2.2. CAT operations are anticipated to go beyond 14 days.

4.3.2.3. The CAT is formed as a result of COOP initiation.

4.3.3. CDs are tasked to:

4.3.3.1. Manage all CAT activities and personnel detailed to the CAT for a given event.

4.3.3.2. Provide information and COAs to the CAT/GO, AFRC/CC, or AFRC/CV.

4.3.3.3. Coordinate with appropriate CAT and other staff functions as required.

4.3.3.4. Maintain CD qualifications and training currency as defined in **Tables 4.2 & 4.3.**

4.4. Senior CAT Executive Officer (Senior CXO). The Senior CXO provides daily oversight of CAT processes, to include operations and infrastructure management. The FGC Battle Watch Chief is the Senior CXO and serves as the focal point for CXO functions.

4.5. CAT Executive Officer (CXO). The CXO is directly responsible to the CD. The CXO serves as the senior on-duty officer/supervisor in the absence of the CD. The CXO is the focal point for all activities and has the responsibility and authority to ensure procedures are followed and required tasks are accomplished. CXO qualifications and training requirements are listed in **Tables 4.2 and 4.3.**

4.5.1. The FGC Divisions will each designate two field grade officers to be trained and certified as a CXO. These positions should expect to provide immediate backfill to the Senior CXO for operations lasting up to 14 calendar days.

4.5.2. Additional CXOs will be selected from a pool of trained officers (see [para 3.2.4](#)) based on mission requirements, individual experience, and the anticipated length of the operation. These designees may be activated for CXO duty when:

4.5.2.1. Specific functional expertise is required, as determined by FGC/CC, Senior CAT Director, or CAT Director.

4.5.2.2. CAT operations are anticipated to go beyond 14 days,

4.5.2.3. The CAT is formed as a result of Continuity of Operations Plan (COOP) initiation.

4.5.3. The CXO will prepare, coordinate and staff packages IAW applicable CAT work guides and checklists.

4.6. CAT Administration (CAT Admin). CAT Admin performs staff support duties. CAT Admin qualifications and training requirements are listed in [Tables 4.2](#) and [4.3](#). The BW Superintendent serves as the primary CAT Admin and serves as the focal point for CAT administrative functions upon CAT activation. These duties include:

4.6.1. Message traffic handling and preparation.

4.6.2. General administrative duties.

4.6.3. Coordinate with AFRC/A6 Communications Focal Point to ensure CAT computer equipment receive the latest Enterprise Information Management updates.

4.7. HQ AFRC Crisis Support Team (CST) Members. The CST provides functional advice and subject matter expertise to the FGC during Daily and Increased Posture Operations, and to the CAT during Crisis Operations (see [para 2.6](#)). Due to the time-sensitive nature of crisis operations, CST members need to be knowledgeable, experienced, and empowered to represent their Director and functional community. Members of the CST operate from their normal duty locations during all stages of operations. CST duties include:

4.7.1. Provide functional advice to the FGC/CC (via the Battle Watch) as requested, or to the CD when the CAT is activated.

4.7.2. Develop recommended COAs, in coordination with the appropriate FAMs as required.

4.7.3. Review all HHQ and Air Force Force Provider-generated orders for applicability to AFR forces, and provide functional advice to the Battle Watch, CD, and AFRC units as required.

4.7.4. Monitor the affected installation(s)' common operating picture and determine functional support requirements, potential adverse impacts and LIMFACs.

4.7.5. Monitor functional communications channels for requests for information, actions, and forces and inform the Battle Watch (or CD when the CAT is activated) of any received or anticipated requests.

4.7.6. Prepare functional area input to AFRC communications, directions, taskings, and orders (WARNORDs, PLANORDs, EXORDs, etc.) for FGC/CC or CD release to AFRC units.

4.7.7. Review emergency support plans and provide functional advice on potential hazards, LIMFACs, and support requirements.

4.7.8. CST qualifications and training requirements are listed in **Tables 4.2** and **4.3**.

4.8. AFRC Functional Area Managers (FAMs). Each FAM is appointed by his/her Director and represents the Directorate by providing sourcing solution recommendations to the FGC throughout the spectrum of operations (see para **2.7**). Due to the time-sensitive nature of crisis operations, FAMs need to be knowledgeable, experienced, and empowered to represent their Director and functional community. FAMs operate from their normal duty locations during all stages of operations. FAM duties include:

4.8.1. Identify and recommend sourcing of assigned AFRC personnel and equipment as required.

4.8.2. Coordinate with FGC/FGF to ensure rapid verification and validation of potentially tasked Unit Type Codes (UTCs), Individual Reservists, and force packages within AFI 10-401 timelines.

4.8.3. Coordinate shortfalls/reclamas with FGC/FGF IAW AFI 10-401.

4.8.4. Monitor the Time Phased Force Deployment Data (TPFDD) and be knowledgeable of the functional UTC availability and unit readiness status via DCAPEs, Defense Readiness Reporting System (DRRS), and other AFRC/A5XW approved data sources.

4.8.5. Coordinate with the CST to accomplish CAT related tasks as assigned by the CD or CXO.

4.8.6. Check SIPRNET and NIPRNET e-mail accounts at least once a day for taskings, more frequently as operations tempo increases.

4.8.7. Complete FAM qualification and training requirements are listed in **Tables 4.2** and **4.3**.

4.9. CAT Augmentees. CAT augmentees are additional personnel brought into the CAT, as required, to supplement incumbents in the primary CAT positions during long-term operations (15 days or more).

4.9.1. Duties may include any of the duties outlined in this instruction for other CAT personnel or those tasks assigned by the CD or CXO. Reservists with MAJCOM level experience (IMAs or TRs assigned to HQ AFRC) are preferred.

4.9.2. Length of assignment will vary based on the specific mission the augmentee is required to perform.

4.9.3. CAT augmentee qualifications, training, and manning response requirements are the same as the position they are filling.

4.10. CAT Manning Response. Personnel assigned to the AFRC CAT will respond according to the levels of activity depicted in **Table 4.1** below. At all activity levels, manning requirements may be adjusted as needed by the CD, Senior CD or FGC/CC.

Table 4.1. HQ AFRC FGC, CAT, CST, and FAMs- Duty Position and Manning.

Position	Daily Operations	Increased Posture (determined by FGO)	Crisis Action (declared by AFRC/CC)
1. Battle Watch (BW) SDO	Continuous 24/7 Operations		
2. Senior CAT Dir (Senior CD)	Daily Duty Operations		
3. Senior CAT Exec (Senior CXO)	Daily Duty Operations		
4. Crisis Support Team (CST) Subject Matter Experts (SMEs)	As required by BW SDO	As required by BW SDO	As directed by CD
5. FAMs	As required by FGC/FGF		
6. CAT General Officer (GO)	FGC/CC, or as directed by AFRC/CC or CV		
7. CAT Director		Standby	As directed by AFRC/CC or CV
8. CAT Exec		Standby	As directed by CD
9. CAT Admin		Standby	As directed by CD

4.11. Duty Qualifications. Each Director must select members for CAT Staff, CST, or FAM duty based on the minimum qualifications listed in **Table 4.2**. The SCD in coordination with the responsible Directorate may waive grade and experience requirements.

Table 4.2. Duty Qualifications for HQ AFRC CAT Staff, CST, and FAM personnel.

Qualification	CD	CXO	CST	CAT Admin
Minimum Rank	O-6	O-4	As determined by Directorate	E-5 /GS-06
Clearance	Top Secret	Secret	Secret	Secret
Ops Experience	Recommended	Recommended	As determined by Directorate	Not Required
HQ AFRC Experience	6 Months Mandatory	6 Months Mandatory	6 Months Mandatory	6 Months Mandatory
SIPRNET Account	Mandatory	Mandatory	Mandatory	Mandatory

4.12. Initial and Recurring CAT Training. All CAT Members, CAT staff, CST members, and FAMs will accomplish required training actions and events in accordance with the matrix provided in **Table 4.3** below.

Table 4.3. CAT Training Requirements Matrix for HQ AFRC CAT Staff, CST, and FAM personnel.

Item	Target Audience	Required	Method	POC	Freq Provided
AFRC CAT GO-level Course	CAT Members	M	Classroom / Tour	FGOB	As required
AFRC CAT Initial Certification Course	All CAT Personnel and AFRC FAMs	M	Classroom / Tour	FGOB	quarterly
End of Training Review	CDs	M	Interview	FGC/CC	As required
AFRC CAT Recurring Training Course	All CAT Personnel and AFRC FAMs	M	Web- based briefs	FGOB	Annually
Hurricane Response (Tabletop Exercise)	All CAT Personnel	M	Planned Exercise	AFRC/ A3X	Annually
Relocation / COOP (Tabletop Exercise)	All CAT Personnel	M	Planned Exercise	AFRC/ A3X	Annually
HQ AFRC Action Officer Training	CDs, CAT Staff, CST, FAMs	M		HQ AFRC/D S	Monthly
Contingency Wartime Planning Course	Any CAT Support Personnel or FAM	O	Formal School	AFRC/ A5XW	As required
Joint Air Operations Planning Course	Any CAT Personnel or FAM	O	Formal School	AFRC/ A5XW	As required
AF Emergency Management Program	Any CAT Personnel or FAM	O	Formal School	AFRC/ A5XW	As required
M= Mandatory O= Optional/Recommended Grade Restrictions Apply					

Chapter 5

OPERATIONS

5.1. Crisis Response Stages.

5.1.1. Crisis situations do not always have an immediately recognizable trigger event. There may be indications and warnings (I&W) of an impending trigger as a situation develops. The transition from Daily Operations to Increased Posture and/or Crisis Operations is both fluid and situation dependent.

5.1.2. The FGC is designed to provide responsive service to AFRCs internal and external customers throughout the full spectrum of military operations, and will meet requests for support using existing Command, Control, and Communications (C3) systems.

5.1.3. During the Daily Operations and Increased Posture stages, ALL official requests for AFR forces, actions, and/or support from external agencies will flow through the FGC (normally the Battle Watch) IAW AFRCI 10-202.

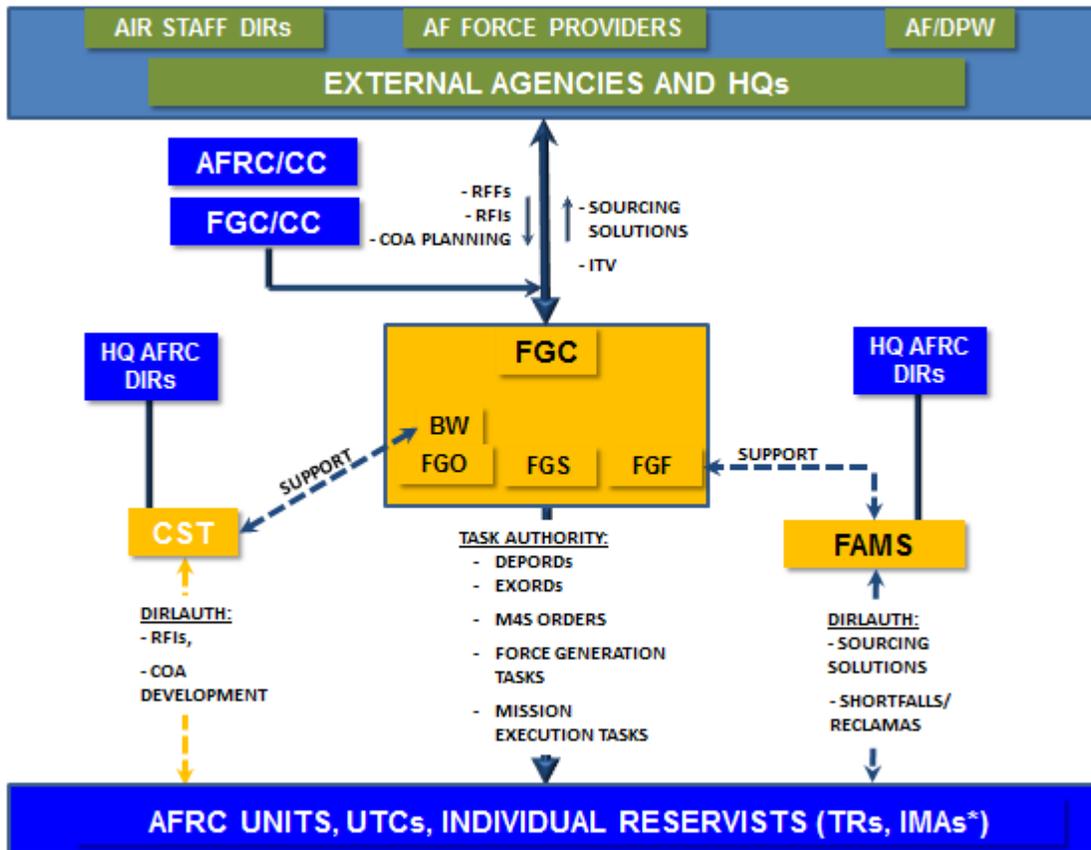
5.1.4. During the Daily Operations and Increased Posture stages, the Battle Watch monitors and evaluates current events world- wide for I&W with potential impact to AFR forces, consulting with CST members as necessary to determine if one or more triggers for formal AFRC crisis response procedures (see para 2.4) has been met.

5.2. Daily Operations: During the steady-state “Daily Operations” posture, CST members and FAMs provide functional advice and support to the FGC on an as-needed basis. Requests for support will normally be made during regular duty hours.

5.3. Increased Posture Operations (as determined by the FGC/CC or Senior CD):

5.3.1. The FGC/CC has the option to activate all, or part of the CST as the needs of the developing situation requires. This authority is normally executed by the FGC Operations Division Chief (dual-hatted as the SCD), the Chief, Battle Watch (dual-hatted as the Senior CXO), or the on-duty Battle Watch Senior Duty Officer (SDO).

Figure 5.1. Command Relationships during Daily Operations and Increased Posture Stages.



NOTE: Does not include Individual Mobilization Augmentees (IMAs) currently performing duty through their unit of assignment, or IMAs assigned to SOCOM.

5.3.2. CST Consultation Triggers. There is no way to prepare for every possible contingency scenario, and no checklist will replace sound command and staff judgment. The following non-inclusive list is provided as a guide: Battle Watch SDOs should consult one or more CST SMEs for functional guidance when the following trigger(s) occur.

5.3.2.1. A weather event that may potentially force the evacuation of AFRC aircraft and/or personnel, or cause extensive damage to AFRC facilities or equipment.

5.3.2.2. An event that causes the activation of a CAT at an AFRC installation, or at a host installation with an AFRC tenant or AFRC resources.

5.3.2.3. An AFRC base or host installation with an AFRC unit is tenant declares HURCON III or greater.

5.3.2.4. An event that will likely result in an authorized request for AFRC-owned equipment and/or resources.

5.3.2.5. An event that triggers implementation of a local support agreement between an AFRC unit and civilian authorities.

5.3.2.6. A Request for Information from HQ AF/A3O (Air Force Operations Group), MAJCOM staffs, Active Duty NAF AOCs (examples: 618 AOC, ACC AOS), or other competent United States Government (USG) authority.

5.3.2.7. An event that will likely result in Federal Emergency Management Agency (FEMA) or US Northern Command (USNORTHCOM) declaration of an AFRC installation as an Incident Support Base, or Intermediate Staging Base or Area.

5.3.2.8. Receipt of a PLANORD or WARNORD affecting AFRC forces.

5.3.3. When notified by the Battle Watch SDO, selected CST members and FAMs remain on 24-hr telephone standby to provide functional support to the FGC Battle Watch and FGC/FGF. Standby members are determined based on the situation, the needs of the Senior CD and/or Battle Watch SDO, and the provided monthly CAT Recall Roster.

5.3.4. CST members and HQ AFRC FAMs should not hesitate to contact the Battle Watch and FGC/FGF, respectively, with any information considered functionally important for AFRC force management and mission execution.

5.3.5. Selected CST members and HQ AFRC FAMs remain on 24-hr standby and provide requested support until released by the Battle Watch SDO.

5.3.6. AFRC Directors may “swap out” CST members and FAMs in coordination with the Battle Watch and FGC/FGF, but will ensure that the required functional expertise remains readily accessible during the duration of Increased Posture Operations.

5.3.7. When notified by the Battle Watch SDO, on-call CDs, Execs, and Admin remain on 24-hr telephone standby until notified of CAT activation, or released by the Senior CD.

5.4. Crisis Action Operations (as declared by AFRC/CC or CV):

5.4.1. **CAT Activation Triggers.** The CAT is activated at the discretion and direction of AFRC/CC or CV. The activation of the AFRC CAT will normally be reserved for (non-inclusive and non-restrictive list):

5.4.1.1. A major catastrophe, disaster, or attack involving the US homeland or interests abroad (ex.: 9-11).

5.4.1.2. Declaration of Full or Total Mobilization.

5.4.1.3. Activation of the USAF CAT.

5.4.1.4. Activation of the 78 ABW CAT.

5.4.1.5. Major incidents directly affecting HQ AFRC buildings and/or Robins AFB (consider implementation of the HQ AFRC Continuity of Operations Plan (COOP)).

5.4.1.6. Major incident directly affecting an AFR Headquarters Unit (NAF, ARPC, RE staff).

5.4.2. **CAT Activation Procedures.** When a trigger for CAT activation is reached, the FGC/CC (FGC/CD in absence of CC) will recommend COAs to the AFRC/CC or CV regarding activation of the CAT, increased posture, or other actions.

5.4.3. When the AFRC/CC or CV directs CAT activation, the FGC/CC notifies the Battle Watch SDO of the time of activation, and the timing of the initial situation brief to the CAT.

The SDO then directs the AFRC Command Center to initiate CAT recall procedures (see Attachment 3 for a full description of AFRC CAT recall and notification procedures).

5.4.4. CAT Staff members will immediately report to the designated CAT facility upon notification of a CAT recall. Arriving members will receive instructions from the Battle Watch SDO until the arrival of the CAT Director or CAT Executive Officer. Initial CAT Staff actions should be geared towards the preparation of an initial situation brief to the CAT.

5.4.5. CST members will report for duty at their normal operating locations at the direction of the CAT Director, CAT Exec, or Battle Watch SDO. If the member's normal operating location is unavailable (ex: an emergency directly affecting one or more HQ AFRC buildings) then the member will report to the designated CAT facility.

5.4.6. The FGC Battle Watch will notify FGC Division Chiefs of CAT activation. FGC/FGF will engage the appropriate HQ AFRC FAMSs as required.

5.4.7. FGC Battle Watch will provide an initial notification to the Air Force Watch of AFRC/CC's intent of CAT activation. Initial notification will be made via the best available means (telephone or e-mail) at the appropriate classification level. The CAT Director will release an official CAT activation message NLT 5 hours after activation by AFRC/CC or CV.

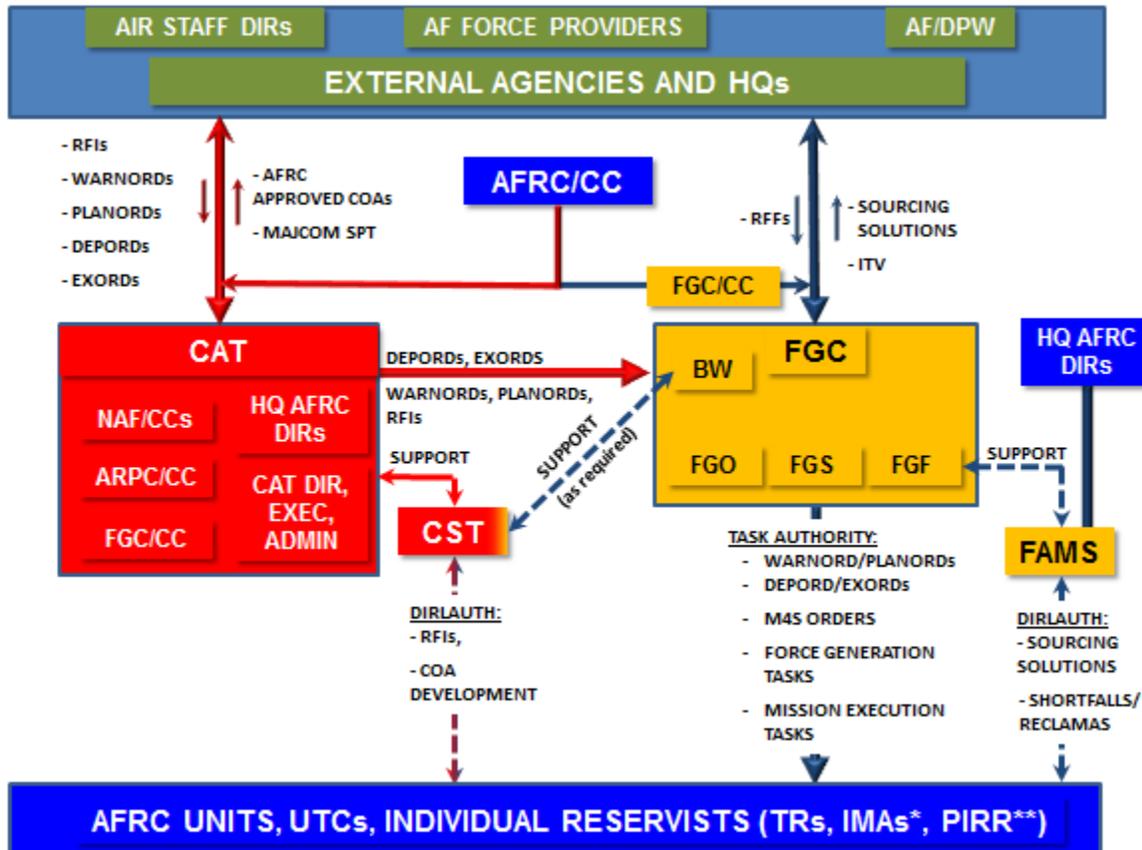
5.4.8. Upon CAT activation, all CAT Staff, CST members, and FAMs will be prepared to provide continuous, in-place, 24/7 shift coverage as determined by the CD. Shifts will normally be twelve hours with sufficient overlap for the departing shift to brief oncoming personnel.

5.5. CAT Command Relationships.

5.5.1. The main focus of the CAT is information dissemination to CAT members to allow for the analysis and mitigation of threats to AFRC personnel, aircraft, installations, and equipment.

5.5.2. Execution of Reserve capabilities in response to national emergencies remains within the purview of the FGC. A diagram showing command relationships during CAT activation is shown in **Figure 5.2**.

Figure 5.2. Command Relationships during Crisis Action Operations.



NOTE: Does not include IMAs currently performing duty through their unit of assignment, or IMAs assigned to SOCOM.

NOTE: For this instruction, the term Pre-trained Individual Manpower (PIM) refers to Participating Individual Ready Reserve (PIRR), Individual Ready Reserve (IRR), Retired REGAF, Retired Reserve (awaiting pay), and Standby Reserve personnel categories. PIM is tasked directly by Air Force Force Providers upon SECDEF Order. FGC, in coordination with ARPC, provides visibility of PIM taskings.

5.6. CAT Initial Brief. The CD and CAT Staff prepare and deliver the initial Situation Brief to the CAT. The timing, content, and delivery method of the initial brief will depend upon the nature of the emergency, location/status of primary CAT members, status of communications equipment, and guidance from AFRC/CC, CV, and/or FGC/CC or CAT/GO.

5.6.1. CAT activation during normal duty hours. Recommend scheduling the initial CAT brief at least two (but no later than three) hours after CAT activation to allow for brief preparation and communications set-up.

5.6.2. CAT activation outside normal duty hours. Recommend scheduling the initial CAT brief at least three (but no later than four) hours after CAT activation to allow for brief preparation and communications set-up.

5.6.3. The goal of the CAT initial situation brief is to give CAT members, CST members, and FAMS enough information in order to quickly analyze the emergency and develop a plan

for its mitigation. See [Attachment 2](#) for a detailed description of the briefing's subject content, information providers, and briefing structure.

5.6.4. The nature and timing of the emergency at hand may make the use of video-conferencing impossible for the initial CAT brief. CAT participants should plan to conduct the initial brief via audio teleconference (slides are e-mailed to non-local CAT members prior to the brief), with subsequent briefs conducted via VTC.

5.6.5. Initial Brief Deliverables. The initial CAT brief should conclude with an initial plan of action for crisis resolution. At a minimum, the CAT director should be able to verbally provide:

5.6.5.1. Statement of Commander's Intent

5.6.5.2. Determination of the functional capabilities / units needed for further operations

5.6.5.3. Assignment of Taskers and suspenses for: HQ AFRC Staff, FGC, ARPC, NAFs and AFRC units

5.6.5.4. Establishment of the Battle Rhythm:

5.6.5.5. Time for next CAT brief

5.6.5.6. Venue for next CAT brief (DCS, telecom, etc)

5.6.5.7. Required CAT and CST Members

5.7. On-Going CAT Operations. The SCD establishes and modifies the CAT Battle Rhythm based on AFRC/CC or CV direction, the needs of the situation, and/or on-scene and HHQ Commander requirements.

5.7.1. A standard, notional Battle Rhythm is shown in [Attachment 4](#).

5.7.2. Follow-on CAT briefs may use the same format as the initial brief, or be modified based on mission needs and/or AFRC/CC, CV direction.

5.8. Personnel Accountability. The AFRC Director of Manpower and Personnel, and Services (A1) is the OPR for AFRC personnel accountability (as it relates to the Air Force Personnel Accountability and Assessment System (AFPAAS)) and establishes procedures to provide for the timely accountability of all categories of personnel. **NOTE:** The approved Installation Notification and Warning System (INWS, currently known as "At HOC") is simply a notification system; it is not a part of the AFPAAS system. Responding to INWS/At HOC does not complete accounting requirements. No accountability takes place within INWS. All affected personnel must log into AFPAAS in order to perform the necessary accountability/assessment actions.

5.8.1. The A1's Plans and Integration Division (A1R) is the executive agent for personnel accountability. A1R will monitor AFPAAS and upon request provide the baseline totals for each personnel category.

5.8.2. Personnel Accountability efforts may be directed by HQ AF (HAF), AFRC/CC, or CV for MAJCOM/AF level exercises and during Increased Posture and Crisis Action Operations.

5.8.3. When directed, one hundred percent (100%) accountability for affected AFRC unit and IMA personnel will be accomplished within 48 hours IAW AFI 36-3802 and AFI 36-

3803. HQ AGRs and IMAs will be accounted for through the respective AD unit of assignment.

5.8.3.1. During real-world events and AF directed exercises, AFPC/DPWOR will provide AFRC/A1RR with a spreadsheet containing a listing of IMA, their DEERS enrolled dependents and their accounting status. The data provided from the accounting tab is live, real-time data as the event is unfolding and members are accounting. AFRC/A1RR will use the report to provide leadership with updates as described in the above paragraph. As the 48-hour deadline approaches (IAW AFI 36-3803), AFRC/A1RR will request assistance in accounting for IMAs from RIO and the detachments.

5.8.4. Personnel Accountability efforts initiated by HAF are directed through Personnel channels to AFRC/A1R. A1R notifies the Battle Watch (and CAT, when activated) of any HAF-directed accountability actions. A1R works with the AFRC Command Center to release AF Accountability EXORDs to AFRC units.

5.8.5. Personnel Accountability efforts internally initiated by AFRC are normally directed through the Battle Watch SDO to A1R in response to real-world emergent or emergency situations. AFRC Wing (or wing equivalent) Commanders are authorized to initiate accountability efforts in response to local events or exercises.

5.8.6. A1RR provides accountability status to senior leaders with courtesy copies to the Battle Watch (and CAT, when activated). Unless otherwise directed, status is provided twice daily (0800 EST and 1600 EST) until 100% accountability is reached for affected AFRC units and IMA personnel.

5.9. Reporting. AFR units continue reporting IAW AFMAN 10-2504, AFI 10-206 and AFRCI10-206 throughout the spectrum of AFRC operations.

5.9.1. During Increased Posture Operations, the FGC/CC (normally through the Battle Watch SDO) may direct selected AFR units to accomplish periodic Situation Reporting (SITREPs) in addition to normal reporting requirements.

5.9.2. When the CAT is convened, Situation Reports (SITREP) are mandatory for all AFR units, NAFs, and ARPC, unless specifically released by the AFRC/CC, CV, or CAT Director.

5.9.3. If a unit is tasked to provide an additional specific topic (ex: WG/CC's intent for aircraft evacuation in advance of an approaching storm) within a SITREP; the unit is NOT relieved of any normal reporting requirements that also include that topic (ex: WG/CC-directed Hurricane Condition (HURCON) changes per AFI 10-206).

5.9.4. All Operations Reports (OPREPs) and SITREPs are submitted to the AFRC Command Center. AFRC Command Center will review all received reports (to include reports generated by Active Duty installations with an AFR presence) and forward to the CAT (when activated) and Battle Watch.

5.10. CAT Security Procedures. CAT and CST members must possess at least a SECRET clearance, be on the appropriate Entry Access List (EAL) and possess a badge coded with access to CAT primary and alternate facilities. Directorates are responsible for processing required

paperwork to ensure access is available for respective personnel. Directorates must make arrangements to escort personnel not on the EAL or without a properly coded entry badge.

5.10.1. The CD is responsible for the overall control of classified information; however, each CAT and CST member has the responsibility to exercise control over his/her area and for safeguarding, handling, marking, transporting and destroying classified and unclassified information properly. Personnel must take great care with discarded classified material.

5.10.2. Operations Security (OPSEC)/Electronic Emission Security (EMSEC) Procedures. The operation of electronic equipment and emanations must be controlled in and around areas where classified or sensitive information is kept or processed.

5.10.3. To ensure the CAT, CST, and CAT Admin personnel adhere to the OPSEC and EMSEC procedures, the unauthorized use of any portable electronic device (PED) within a controlled area—even government issued—is strictly prohibited. The use of PEDs may constitute a security violation or a vulnerability to the protection of critical information and appropriate administrative action may be taken against the offender. **NOTE:** PEDs include, but are not limited to any electronic device capable of recording and/or transmitting visual or audio data (regardless of the device's settings or power status).

5.10.4. Marking classified information. Personnel applying classification markings or responding to classified messages will be appointed and trained as Derivative Classifiers IAW Presidential Executive Order 13526. All classified working papers will be marked IAW DoDM 5200.01, Vol 2, para 13 and Figure 11.

5.10.4.1. All classified material shall be marked properly and IAW applicable Security Classification Guides. Unclassified information used or created in the CAT will be clearly marked "UNCLASSIFIED" to reduce the risk of inadvertent classification of unclassified information and mismarking.

5.10.4.2. The CD will ensure Security Classification Guides are available to guarantee proper classification management and to assist in quickly resolving any classification challenges.

5.10.4.3. Binders and/or folders used to retain classified and unclassified will be maintained as needed. Each CAT staff member will ensure their binders/folders are properly marked and transported between work centers.

5.10.5. Securing classified information. Each CAT staff member is responsible for ensuring classified information under their control cannot be viewed by passersby or others whom need-to-know has not been established, their security clearance(s) validated, and validating the member(s) in question have executed a SF 312, Nondisclosure Agreement.

5.10.6. Classified material will never be left unattended in the CAT or the area the CAT staff member is working in. Positive control of classified information must be maintained at all times or the information must be locked in a GSA-approved security container.

5.10.7. Storing classified information. All CAT venues will be equipped with General Services Administration (GSA)-approved security containers that are suitable for the storage of classified materials.

5.10.8. Binders/folders containing classified information will be stored in the CAT security containers, the originator's organizational security containers or destroyed upon completion of the operation/mission."

5.10.9. If transporting classified material on or off the installation, the member must be in possession of a DD Form 2501, Courier Authorization.

5.10.10. Only NSA-approved shredders will be used to destroy classified information; Top Secret destruction requires two personnel and a destruction record. Unclassified information will be destroyed by shredding or by other approved means that would make it difficult to recognize or reconstruct the information.

5.10.11. To keep classified material from inadvertent compromise, all documents including unclassified working papers will be disposed of IAW DoDM 5200.01 when no longer required or after CAT De-activation. Shredders are located in the CAT admin area. No paperwork of any kind will be mixed with the garbage/trash. Trash cans are not allowed in CAT working areas.

5.11. Continuity of Operations Plan (COOP). The Senior CAT Director will ensure the ability to continue operations IAW with the AFRC COOP plan.

5.12. CAT De-activation. The CAT Director will make the recommendation to AFRC/CC or CV for deactivating all or part of the CAT, based on the status of the crisis. The recommendation will include a recommended posture (Daily Operations, Increased Posture, or modified Crisis Action), and specify postures and command relationships for the CST and CAT Staff.

5.12.1. Return to Increased Posture. As sustained operations become routine, AFRC/CC or CV may elect to return to Increased Posture, with the CST providing support to the FGC via the Battle Watch.

5.12.2. The SCD conducts a hotwash with all pertinent CAT and CST participants as a soon as practical after the decision to de-activate the CAT has been reached.

5.12.3. Lessons Learned (LL): The SCD manages the LL collection process. All AFRC personnel assigned to CAT and/or FAM duty will collect lessons learned (as close to real-time as possible) and input submissions into the Joint Lessons Learned Information System (JLLIS) via the NIPRNET (<https://www.jllis.mil>) or SIPRNET (<http://www.jllis.smil.mil>) as dictated by the classification of the information. The captured LL will be validated through the Lesson Learned Oversight Board and assigned an action OPR for resolution. Once resolved, the LL will be closed through the same corporate process and disseminated as appropriate.

5.12.4. The SCD will generate an After Action Report (AAR) IAW AFI 90-1601 and applicable AFRC supplements. The SCD will forward the AAR to FGC/CC for review and further dissemination NLT 7 working days after CAT de-activation.

JAMES F. JACKSON, Lt General, USAF
Commander

Attachment 1**GLOSSARY OF REFERENCES & SUPPORTING INFORMATION*****References***

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21 December 2010

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24 January 2007

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AFI 31-501, *Personnel Security Program Management*, 27 January 2005

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AFRCI 10-202, *Command, Control, and Communications*, 8 October 2014

AFRCI 10-404, *Unit Recall*, 26 June 2014

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AAR—After Action Report

ACC—Air Combat Command
AFI—Air Force Instruction
AFPAAS—Air Force Personnel Accountability and Assessment System
AFPC/DPAW—Air Force Personnel Center/Directorate of AEF & Personnel Operations
AFPD—Air Force Policy Directive
AFRC—Air Force Reserve Command
AFRCI—AFRC Instruction
AFSOC—Air Force Special Operations Command
ALERTORD—Alert Order
AMC—Air Mobility Command
ANG—Air National Guard
ARC—Air Reserve Component
ARPC—Air Reserve Personnel Center
ART—Air Reserve Technician
BW—Force Generation Center Battle Watch (AFRC)
C2—Command and Control
C3—Command, Control and Communications
CAT—Crisis Action Team
CAT GO—Crisis Action Team General Officer
CD—CAT Director
CJCS—Chairman, Joint Chiefs of Staff
CMAS—Command Manday Allocation System
COA—Course of Action
COMSEC—Communications Security
COOP—Continuity of Operations Plan
CST—Crisis Support Team
CXO—CAT Executive Officer
DCAPES—Deliberate and Crisis Action Planning and Execution System
DCS—Defense Collaboration Services
DoD—Department of Defense
EAL—Entry Access List
EAM—Emergency Action Message

EMSEC—Electronic Emission Security
ENS—Emergency Notification System
EOC—Emergency Operations Cell
EXORD—Execute Order
FAM—Functional Area Manager
FAR—Functional Area Representative
FEMA—Federal Emergency Management Agency
FGC—Force Generation Center
FP—Force Provider
HAF—HQ Air Force
HHQ—Higher Headquarters
HQ—Higher Headquarters
HQ AFRC—Headquarters, Air Force Reserve Command
HURCON—Hurricane Condition
I&W—Indications & Warning
IMA—Individual Mobilization Augmentee
INWS—Installation Notification and Warning System
IRR—Individual Ready Reserve
ITV—In-transit Visibility
JLLIS—Joint Lessons Learned Information System
LIMFAC—Limiting Factors
LL—Lessons Learned
MA—Mobilization Assistant
MAJCOM—Major Command
MOA—Memorandum of Agreement
NAF—Numbered Air Force
NGB—National Guard Bureau
NIPRNET—Non-secured Internet Protocol Router Network
OCR—Office of Collateral Responsibility
OPR—Office of Primary Responsibility
OPREP—Operational Report
OPSEC—Operations Security

PED—Personal Electronic Device
PIM—Pre-trained Individual Manpower
PIRR—Participating Individual Ready Reserve
PLANORD—Planning Order
PSU—Primary Supporting Unit
RA—Reserve Advisor
RFF—Request for Forces
RFI—Request for Information
RIO—HQ Individual Reservist Readiness Integration
SCD—Senior CAT Director
SDO—Senior Duty Officer
SELRES—Selected Reserve
SIPRNET—Secure Internet Protocol Router Network
SITREP—Situation Report
SME—Subject Matter Expert
SOCOM—Special Operations Command
TACC—Tanker Airlift Control Center
TMT—Task Management Tool
TPFDD—Time-Phased Force and Deployment Data
TR—Traditional Reservist
USG—United States Government
USNORTHCOM—United States Northern Command
UTC—Unit Type Code
VTC—Video Teleconference
WARNORD—Warning Order
WX—Weather

Attachment 2

CAT NOTIFICATION AND RECALL PROCEDURES

A2.1. CAT, CAT Staff, and CST recalls. CAT, CAT Staff, and CST recalls are conducted at the discretion of AFRC/CC, AFRC/CV. normally upon the recommendation of the FGC/CC. The officer directing CAT recall does so through the Battle Watch SDO, who initiates overall CAT recall procedures via the AFRC Command Center.

A2.1.1. All military personnel recalled to CAT duty will report in uniform.

A2.1.2. The Battle Watch SDO directly notifies the on-call CAT Staff (CD, CXO, and CAT Admin). CAT Staff members report to the designated meeting location and remain on duty until released by the CD, or shift change.

A2.2. CAT Staff Reporting. Unless directed otherwise in the CAT activation message, CAT Staff personnel report to the designated meeting location.

A2.2.1. Activation during normal duty hours: Immediately upon notification.

A2.2.2. Activation outside of normal duty hours: Within 1 hour of notification.

A2.3. The AFRC Command Center directly notifies CAT members of CAT activation. Unless directed otherwise in the CAT activation message, CAT Members report to the designated physical or virtual meeting location:

A2.3.1. Activation during normal duty hours: 2 hours after activation

A2.3.2. Activation outside of normal duty hours: 3 hours after activation,

A2.4. The AFRC Command Center notifies AFRC A6/SCO of CAT activation. A6/SCO provides communications support for the initial and subsequent CAT briefings, to include remote DCS, VTC, and/or teleconference capabilities as directed by this AFRCI, the CD, or Battle Watch SDO. Unless directed otherwise in the CAT activation message, A6/SCO will provide support no later than:

A2.4.1. Activation during normal duty hours: 3 hours after activation.

A2.4.2. Activation outside of normal duty hours: 6 hours after activation.

A2.5. -(Initial CAT brief only): The AFRC Command Center will provide the CAT Staff and off-base CAT members (notably AFRC/CC, NAF/CCs, and ARPC/CC) of the appropriate DCS, VTC, and teleconference links and access procedures as provided by A6/SCO. Subsequent CAT meeting access/information flow is controlled by the CD and CAT Staff.

A2.6. The AFRC Command Center notifies designated CST members, FAMs, and Intel support personnel of CAT recall via the AtHoc system. Unless directed otherwise in the CAT activation message, CAT Members report to the designated physical or virtual meeting location:

A2.6.1. Activation during normal duty hours: 30 minutes after activation.

A2.6.2. Activation outside of normal duty hours: 90 minutes after activation. **NOTE:** Since AtHoc is the PRIMARY means of notifying a majority of the personnel associated with CAT operations, it is imperative that all AFRC personnel trained in CAT operations update their personal contact information at least bi-annually.

A2.7. The following CAT Activation verbiage template is provided for use by the AFRC Command Center for notification purposes.

Figure A2.1. CAT Activation Verbiage.

“THIS IS THE AFRC COMMAND CENTER.

“YOU ARE NOTIFIED THAT _____ HAS DIRECTED A CRISIS ACTION TEAM ACTIVATION. THE CAT WILL MEET AT _____ LOCAL IN THE PRIMARY / ALTERNATE CAT FACILITY.

IF YOU ARE A SCHEDULED ON-CALL CAT SUPPORT TEAM (CST) OR A FUNCTIONAL AREA MANAGER, REPORT IMMEDIATELY TO YOUR DUTY STATION AND EXECUTE YOUR CHECKLIST.

IF YOU ARE UNSURE OF YOUR ON-CALL STATUS, CONTACT YOUR SUPERVISOR TO DETERMINE IF YOU NEED TO BE PRESENT. ALL CST MEMBERS AND FAMS ARE URGED TO CONTACT THEIR INDIVIDUAL SUPERVISION AT THEIR EARLIEST CONVIENIENCE FOR ADDITIONAL FUNCTIONAL INSTRUCTIONS.

ALL PRIMARY CAT MEMBERS MUST ATTEND.”

A2.8. AFRC Directors may provide alternate or additional reporting instructions (ex: report to the CAT instead of duty section to provide immediate subject matter expertise), but will ensure CST and FAM functional support is provided to the FGC and CAT per this AFRCI.

A2.8.1. When notified of a CAT recall, CST members and FAMS should immediately notify their individual chains of command to receive any additional functional guidance.

A2.8.2. Each Directorate may alter the length of shifts for their CST personnel in coordination with the CD, provided the established shift is covered (e.g., two 6 hour shifts rather than one twelve hour shift). Functional coverage will continue for the duration of crisis operations, or until directed otherwise by the CD.

A2.9. [Table A2.1](#) below contains a summary of actions (and timing) required to convene the AFRC CAT and conduct the initial CAT situation brief:

Table A2.1. CAT Activation and Timing.

Person Notified By / Action Provided By	Notification / Action	Communications Method	Result / Timing	
			During normal duty hours	Outside normal duty hours
AFRC/CC, CV	Convene CAT, Notify BW SDO (via FGC/CC)	Direct (ARU required)	BW SDO immediately completes CAT Recall Checklist	BW SDO immediately completes CAT Recall Checklist

BW SDO	Notify AFRC Command Center of CAT Activation	Direct (ARU required)	AFRC Command Center immediately completes CAT Recall Checklist	AFRC Command Center immediately completes CAT Recall Checklist
BW SDO	Notify CAT Admin of CAT Activation	Direct (ARU required)	CAT Admin Report for duty immediately	CAT Admin Report for duty within 1 hr
AFRC Command Center	Notify A6/SCO of CAT Activation	Direct (ARU required)	DCS/VTC/Telecon support established within 3 hours	DCS/VTC/Telecon support established within 6 hours
AFRC Command Center	Notify CST Members, FAMs, Intel, WX support of CAT Activation	INWS (At Hoc) System	CST/FAMs Report for duty within 30 min	CST/FAMs Report for duty within 1.5 hrs
CST Members, FAMs, Intel, WX support personnel	Provide required information/ briefing slides to CAT Admin	N/A	CST/FAMs Provide information/ slides within 1 hr after activation	CST/FAMs Provide information/slides within 2 hrs after activation
AFRC Command Center	Notify CAT Members of CAT Activation	Direct (ARU required)	CAT Members report for initial brief 2 hrs after activation	CAT Members report for initial brief 3 hrs after activation
SCD, CD, or Senior CXO	Conduct Initial CAT Brief	N/A	Briefing conducted 2 hrs after activation	Briefing conducted 3 hrs after activation

Attachment 3

INITIAL CAT SITUATION BRIEF: MINIMUM CONTENT AND RECOMMENDED STRUCTURE

A3.1. The initial CAT situation brief may vary in overall content depending upon the nature of the emergency and amount of information available. The initial brief follows the DoD five-step field order concept, and as a minimum, will address the subjects listed in **Figure A3.1** below. Identify any items that remain unknown at the time of the brief.

A3.2. Video-teleconferencing the initial brief may not be feasible due to time constraints and coordination difficulties. CAT Members, Directors, Staff, and briefers will, at a minimum, conduct the initial CAT situation brief via audio teleconference. The CAT Director will ensure “read-ahead” briefing slides are e-mailed to off-site members in time for the brief. Follow-on briefs should be held via VTC if feasible.

A3.3. All CAT Members, CDs, Battle Watch SDOs, CST members, CAT Admin, FAMs, and ARPC and RIO personnel assigned to support CAT operations are required to be familiar with the required briefing content contained below.

A3.4. When the CAT is activated, CST members and FAMs will report to their duty location, and immediately gather and provide their assigned required information to the CAT Admin.

A3.5. Provide the required information within the following timelines:

A3.5.1. Activation during normal duty hours: Within 1 hour of notification.

A3.5.2. Activation outside of normal duty hours: Within 2 hours of notification.

A3.6. If required information is not available indicate the reason why, and a best estimate for when the information will be obtained.

Figure A3.1. Initial Cat Situation Brief Minimum Briefing Items.

Subject		Information provided by	
		OPR	OCR(s)
1. Description of the emergency (concise statement explaining why the CAT has convened)		Battle Watch	A1, A2, A4, A5
Subject		Information provided by	
		OPR	OCR(s)
2. AFRC Forces and Installations in the affected area(s)- Provide numbers and status of the following:			
	Assigned aircraft, aircrew, and aircraft support personnel	FGC/FGO	A1, A2, A3, A4, A5/A8, FGC/FGS
	Other reserve personnel (all statuses and	FGC/FGS	A1, ARPC, RIO

	civilians)		
	Status of facilities in affected area(s)	A4	A3, A4
	Status of communications equipment	A6	A3
Subject		Information provided by	
		OPR	OCR(s)
3. Non-AFRC Forces and Installations affected (provide details as known)		Battle Watch	A2
Subject		Information provided by	
		OPR	OCR(s)
4. Breakdown of AFRC Forces available for immediate response:			
	Aviation	A1	A2, A3, FGO, ARPC, RIO
	Combat Support	A1	FGF, A2, A4, A5, A6, ARPC, RIO
	Health Service Support	A1	SG
	Total number of AFRC personnel available (all statuses)	A1	ARPC, RIO, FGC/FGS
	Materiel and Equipment	A4	N/A
Subject		Information provided by	
		OPR	OCR(s)
5. Environment			
	Weather (scope and information source of Weather brief is determined based on situation)	CAT Director	N/A
	Civil Considerations (include any local MOAs and/or support agreements)	A4	N/A
Subject		Information provided by	
		OPR	OCR(s)
6. Status of recalls and/or accountability drills (if directed)		A1	ARPC, RIO, AFRC Command Center
Subject		Information provided by	
		OPR	OCR(s)
7. Assumptions (if any)		SCD or CD	CAT, All AFRC Directorates,

			NAFs, ARPC, RIO
Subject	Information provided by		
		OPR	OCR(s)
8. Summary of HHQ, RE, and Air Force Force Provider taskers and support requests (Include and identify both official and unofficial requests for information and forces, along with the requesting organization)			
	Requests for Information (RFIs) received	Battle Watch (initial brief only)	All AFRC Directorates, CST members, FAMs , ARPC, RIO, NAFs
	Requests for Forces (RFFs) received (Include and identify both official and unofficial requests, and the requesting organization)	FGC/FGF	All FAMs, ARPC, IRRIO
	Mobilization Request Summary	FGC/FGF	FAMs as required

Attachment 4

NOTIONAL CAT BATTLE RHYTHM

A4.1. The sample Battle Rhythm below is presented as an example only. Battle Rhythms will be mission-specific and conform to the current situation and needs of both on-scene and HHQ Commanders. Consider external and HHQ requirements prior to publishing a Battle Rhythm for use by the AFRC CAT, Staff, and subordinate units.

Table A4.1. Notional CAT Battle Rhythm.

TIME (L/Z)	EVENT	OPR	OCR
0330L / 0730Z	Morning Situation Brief Inputs due to CAT Admin	ALL CAT	All Tasked CST members
0400L / 0800Z	AFRC CAT SITREP Released to AF WATCH	CD	CAT Admin
0400L / 0800Z	CAT Tasker Review	CAT Admin	N/A
0500L / 0900Z	Release Situation Briefing Slide "Read Aheads" via e-mail to CAT members	CAT Admin	N/A
0545L / 0945Z	Shift change over begins	ALL CAT	N/A
0600L / 1000Z	Morning Situation Brief presented to CAT	CD	N/A
0700L / 1100Z	Shift change over complete	ALL CAT	N/A
1400L / 1800Z	Submit daily SITREP to CAT Admin	CAT Admin	All Tasked AFR Units, NAFs, ARPC, FGC
1530L / 1930Z	Evening Situation Brief Inputs due to CAT Admin	CAT Admin	All Tasked CST members
1600L / 2000Z	CAT Tasker Review	CAT Admin	N/A
1700L / 2100Z	Release Situation Briefing Slide "Read Aheads" via e-mail to CAT members	CAT Admin	N/A
1745L / 2145Z	Shift change over begins	CD	N/A
1800L / 2200Z	Evening Situation Brief presented to CAT	ALL CAT	N/A
1900L / 2300Z	Shift change over complete	ALL CAT	N/A
2000L / 0100Z	Open Event Log for New Zulu Day	ALL CAT	N/A
NOTE: Times above are EDT. ADD an hour to the Zulu Conversion time during Standard Time.			

